

Self assessment tool for APS 4

Description	Behaviours	Critical transition	Capabilities required for role			Current level of capability			Priority
			Less significant	Significant	Essential	Needs significant development	Needs development	Confident	
Supports strategic direction									
<i>Supports shared purpose and direction</i>		Ü							
Understands and supports the organisation's vision, mission and business objectives. Communicates and follows direction provided by supervisor. Recognises how own work contributes to the achievement of organisational goals. Understands the reasons for decisions and recommendations.	Follows direction provided by supervisor and communicates it to others; understands the relationship between business priorities and specific tasks.	Ü							
	Understands and supports the organisation's vision, mission and business objectives.	Ü							
	Understands the reasons for decisions and recommendations and is able to explain how they are relevant to their work.	Ü							
<i>Thinks strategically</i>		Ü							
Understands the work environment and contributes to the development of plans, strategies and team goals. Identifies issues and problems that may impact on own work objectives. Demonstrates an awareness of the implications of issues for own work.	Demonstrates an awareness of the implications of issues for own work.	Ü							
	Thinks and plans ahead.	Ü							
	Understands the work environment; identifies issues and problems that may impact on achievement of own work objectives; contributes to the development of plans, strategies and team goals.	Ü							
<i>Harnesses information and opportunities</i>		Ü							
Draws on information from multiple sources and uses agreed guidelines to analyse what information is important and how it should be used. Keeps self and others well informed on work progress.	Understands the corporate priorities and the business context of the organisation; keeps self and others well informed on work progress.	Ü							
	Draws on information from appropriate sources; uses common sense to analyse what information is important; works within agreed guidelines to make decisions about the use and dissemination of information.	Ü							

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Supports strategic direction (continued)									
<i>Shows judgment, intelligence and commonsense</i>		Ü							
Undertakes analysis and draws accurate conclusions based on evidence. Thinks laterally and identifies and implements improved work practices.	Researches and analyses information and draws accurate conclusions based on evidence; analyses and interprets information to inform decision makers.	Ü							
	Anticipates issues and problems which could impact on designated tasks; identifies risks and uncertainties of processes and tasks.	Ü							
	Actively participates in decision-making.	Ü							
	Thinks laterally; is innovative; identifies and implements improved work practices.	Ü							
	Identifies potential solutions for key problems.	Ü							

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Achieves results									
Identifies and uses resources wisely		Ü							
Reviews task performance and communicates outcomes to supervisor. Makes effective use of individual and team capabilities. Is responsive to changes in requirements.	Identifies key individuals who need to be involved; makes effective use of team and individual capabilities.	Ü							
	Monitors task progress against performance expectations to ensure deadlines are met; communicates outcomes to supervisor.	Ü							
	Reschedules and reorganises work to reflect changes in priority.	Ü							
Applies and builds professional expertise									
Contributes own expertise to achieve outcomes for the business unit.	Applies and develops capabilities to meet performance expectations; demonstrates knowledge of the features of new programmes, products or services relevant to the position; contributes own expertise for the benefit of the business unit.								
Responds positively to change									
Establishes task plans and simple project plans with measurable milestones to deliver objectives. Responds in a positive and flexible manner to change. Shares information with others and adapts to a changing environment.	Constructs task plans and simple project plans with measurable milestones to deliver objectives.								
	Demonstrates flexibility and copes effectively with day-to-day work changes, shifting priorities and periods of uncertainty.								
	Shares appropriate information with colleagues during times of change; responds to change under guidance from supervisor.								
Takes responsibility for managing work projects to achieve results									
Sees tasks through to completion. Works within agreed priorities. Commits to achieving quality outcomes and adheres to documentation procedures. Seeks feedback from supervisor to gauge satisfaction and seeks guidance when required.	Regularly seeks feedback from supervisor to gauge their satisfaction and incorporates this feedback into the performance of new tasks.								
	Adheres to documentation procedures; uses, and encourages others to use appropriate information management systems to keep information up to date; sees tasks through to completion.								
	Works to agreed priorities, outcomes, time constraints and assigned resources; assists with monitoring projects against plans and is responsive to changes in requirements.								

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Supports productive working relationships									
<i>Nurtures internal and external relationships</i>									
Builds and sustains positive relationship with team members and clients. Is responsive to changes in client needs and expectations.	Develops and maintains positive relationships with team members.								
	Builds and sustains relationships; liaises with team members, other teams, colleagues and clients.								
	Is responsive to changes in client needs; manages client expectations by clarifying expectations and deadlines; keeps clients informed on progress; provides courteous, prompt and professional service to clients.								
<i>Listens to, understands and recognises the needs of others</i>									
Actively listens to colleagues and clients. Shares information and ensures others are kept informed of issues. Works collaboratively and operates as an effective team member.	Operates as an effective member of the team; works collaboratively.								
	Actively listens to colleagues and clients; supports team members; is aware of the contributions made by other people.								
	Shares information with own team and seeks input from others; contributes to team discussions and planning; ensures people are kept informed of progress and issues.								
<i>Values individual differences and diversity</i>									
Recognises the positive benefits that can be gained from diversity. Recognises the different working styles of individuals, and factors this into the management of tasks. Tries to see things from different perspectives. Treats people with respect and courtesy.	Recognises the differing working styles of individuals and factors this into the management of tasks.	ü							
	Recognises that others have different views and experiences.	ü							
	Tries to see things from the other person's perspective.	ü							
	Maintains an awareness of the personalities, motivations and other diverse qualities of people; treats people with respect and courtesy.	ü							

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Supports productive working relationships (continued)									
<i>Shares learning and supports others</i>									
Identifies learning opportunities. Makes time for people and supports the contribution of others. Understands and acts on constructive feedback.	Makes time for people and supports the contribution of others.								
	Actively requests coaching from supervisor or peers; identifies development opportunities for self and shares learning with others.								
	Delegates tasks effectively.								
	Congratulates people on achievements.								
	Understands and acts on constructive feedback.								

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Displays personal drive and integrity									
<i>Demonstrates public service professionalism and probity</i>									
Adopts a principled approach and adheres to the APS Values and Code of Conduct. Acts professionally at all times and operates within the boundaries of organisational processes and legal and public policy constraints. Operates as an effective representative of the work area in internal forums.	Adheres to the APS Values and Code of Conduct and consistently behaves in an honest, ethical and professional way.								
	Treats people fairly and equitably and is transparent in dealings with them.								
	Makes decisions for the corporate good without favouritism or bias; places the aims of the organisation above personal ambitions.								
	Understands and complies with legislative, policy and regulatory frameworks.								
	Operates in a professional manner when representing the organisation in internal forums.								
<i>Engages with risk and shows personal courage</i>									
Provides accurate advice on issues. Acknowledges mistakes and learns from them, and seeks guidance and advice when required.	Listens when own ideas are challenged.								
	Provides accurate advice to colleagues and clients; checks and confirms the accuracy of information prior to release.								
	Takes responsibility for mistakes and learns from them; acknowledges when in the wrong.								
	Seeks advice and assistance from colleagues and supervisor when uncertain.								
<i>Commits to action</i>									
Takes personal responsibility for accurate completion of work and seeks guidance when required. Shows initiative and does what is required. Commits energy and drive to see that goals are achieved.	Takes personal responsibility for accurate completion of work and seeks guidance when required; takes the initiative to progress work when required.	ü							
	Gets on with the job at hand and applies self with energy and drive; commits to meeting the objectives; follows up to ensure that issues are finalised.	ü							
	Recognises the issues impacting on the achievement of desired outcomes.	ü							

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Displays personal drive and integrity (continued)									
Promotes and adopts a positive and balanced approach to work									
Focuses on achieving, objectives even in difficult circumstances. Remains positive and responds to pressure in a calm manner.	Maintains effective performance levels even in challenging or difficult circumstances.								
	Works to achieve objectives.								
	Maintains an optimistic outlook and focuses on the positives in difficult situations; supports a positive working environment.								
	Stays calm under pressure; does not react personally to criticism.								
Demonstrates self-awareness and a commitment to personal development									
Seeks feedback from others. Communicates areas of strengths and works with supervisor to identify development needs. Reflects on own behaviour and recognises the impact on others. Seeks self-development opportunities.	Reflects on own behaviours and work style and is aware of how they impact on others.								
	Seeks self-development opportunities; is willing to learn new approaches and acquire new capabilities; applies new knowledge in the workplace.								
	Communicates areas of strength, works with supervisor to identify individual developmental requirements needed to complete assigned tasks.								
	Agrees own performance standards with supervisor; seeks feedback on behaviour and work performance from supervisor, and is responsive to guidance.								
	Reviews performance and identifies strengths as well as development needs.								

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Communicates with influence									
Communicates clearly									
Confidently presents messages in a clear, concise manner. Focuses on key points and uses appropriate language. Structures written and oral communication to ensure clarity.	Focuses on clear communication of key points.								
	Limits the use of jargon and abbreviations; explains information using language appropriate for the audience.								
	Presents messages confidently.								
	Structures messages clearly and succinctly, both orally and in writing.								
Listens, understands and adapts to audience									
Seeks to understand the audience and tailors communication style and message accordingly. Listens carefully to others and checks to ensure their views have been understood. Checks own understanding of others' comments.	Adjusts presentation style on the basis of non-verbal cues.								
	Maximises personal communication strengths and takes into account shortcomings.								
	Focuses on gaining a clear understanding of others' comments by listening and asking clarifying questions; checks to ensure their own views have been understood.								
	Understands the key concerns of the audience.								
	Tailors communication style and language according to the needs of individuals or the audience.								
Negotiates confidently									
Listens to, and considers different ideas and discusses issues credibly and thoughtfully. Identifies other people's expectations and concerns.	Listens to differing ideas and views to develop a clear understanding of the issues.	ü							
	Discusses issues credibly and thoughtfully without getting personal or aggressive.	ü							
	Identifies relevant stakeholders.	ü							
	Identifies other people's expectations and concerns.	ü							